

**Masters of Healthcare Administration 5860 W1B**  
**Strategic Healthcare Management**  
**Spring, 2023**  
**Syllabus**

*Contact Information*

Professor: Dr. Gregory A. Moore  
Office: Dunn Center, Room 269  
E-mail: [mooreg@apsu.edu](mailto:mooreg@apsu.edu)  
Office Hours: Tu, Th 9:45-11 am; Wed 9:45 am-1:15 pm  
Phone: 931-221-6341

*Section:* W1B

*Description:*

Health care strategic planning incorporates management, human resources, law, economics, finance, and clinical aspects and issues into an overall organizational set of goals and plans to be implemented. Students will learn to understand the opportunities, pitfalls, and processes that managers or other professionals face in developing and implementing strategic plans. A text will serve as a base for readings, cases, chapter questions, and exercises. Advanced cases, exams, and discussions are used to demonstrate competence.

*Level and Credit*

Graduate course with three (3) semester hours of credit

*Purpose*

Provide the student an opportunity to learn about and experience the strategic planning done in a variety of health care organizations.

*Brief Summary of Learning Objectives*

- a. Understand the terms, principles, and value of strategic planning
- b. Create a SWOT

- c. Create measurable, time framed, and outcome based goals from a SWOT.
- d. Describe the effect law, economics, demographics, and technology has on organizations and their strategy.
- e. Explain competitive advantage.
- f. Develop and critique a vision, mission, and values statement
- g. Write outcome based, measurable, and time framed goals
- h. Critique strategic plans for a for-profit, not for profit, and government organization.
- i. Explain Porter's Five Forces of Competition to strategy.
- j. Analyze the financial condition of an organization
- k. Identify or select a strategy for an organization.

*Learning Objectives with Domain, Competence and level (1=beginning, 2=intermediate), Location, and Assessed by*

- a. Recognize and explain the terms and principles of strategic management and planning  
 Domain: Management and Business Skills  
 Competence: Strategic Management (1)  
 Location: Modules 1-6  
 Assessed by: Module Assignments, Exams 1, 2, 3
- b. Explain the healthcare economic environment including Porter's Five Forces in which strategic planning occurs  
 Domain: Knowledge of Healthcare Systems and Organizations  
 Competence: Healthcare Environment  
 Location: Modules 1-5  
 Assessed by: Module Assignments 1-5, Exams 1, 2
- c. Do an internal and external organizational analysis by creating a SWOT, identifying and classifying observations from a case study.  
 Domain: Critical thinking and problem solving  
 Competence: Critical thinking and problem solving  
 Location: Modules 4 and 5  
 Assessed by: Module 4 and 5 Assignments, Case Analyses M & M and AP

- d. Create a SWOT and write outcome based, measurable, and time-framed goals based on the SWOT  
Domain: Critical thinking and problem solving  
Competence: Critical thinking and problem solving (1)  
Location: Module 5 and 7  
Assessed by: Assignments Modules 4 and 5, Case Analysis M and M, and AP, and Critiques of three organizations
- e. Assess the financial status of an organization using ratio analysis  
Domain: Management and Business Skills  
Competence: Financial Management (2)  
Location: Module 4, text Chapter 9  
Assessed by: Text Chapter 9 Assignment and Case Analyses M & M and AP.
- f. Assess and create as needed elements of strategic plans for three healthcare organizations, one government, one not-for-profit, and one for-profit organization  
Domain: Critical Thinking and Problem Solving  
Competence: Critical thinking and Problem Solving (1)  
Location: Module 7  
Assessed by: Critiques of three healthcare organizations
- g. Analyze and critique a leader's role in managing an organization's culture in relation to the organization's strategic intent (mission, vision, and values) and management.  
Domain: Leadership  
Competency: Organizational Culture (2)  
Location: Module 3 (chapter 6) and Module 6  
Assessed by: Module 4 assignment, Discussion Board on Managing People or Culture, and Exams 2 and 3

*Required Textbook*

Walston, S.L. (2018) Strategic Healthcare Management. Health Administration Press, 2<sup>nd</sup> edition ISBN 978-1-56793-960-6.

*Source and Suggested Text*

N/A

### *Instructional Procedures*

May include, but not be limited to online discussions, PowerPoints, cases, printouts, visual aids, readings, papers, critiques, and exams.

### *General Educational Goals*

Reading, writing, and related skills will be needed to complete reading assignments and participate in discussions and critiques, and take quizzes and do written projects.

### *Grading*

Assignments	=	180 points
Cases		70
Exams (3)	=	130
Strategic Plans/Critiques (3)	=	75
Discussions (3)	=	45
<hr/>		
Total points		500

Details for the above grade items are elsewhere in this syllabus, or will be available in attachments, online or in class.

Grade	Points
A =	450-500
B =	400-449
C =	350-399
D =	300-349
F =	Below 300

Grades earned will typically be reported in D2L as points. Students may track these and determine a grade status by dividing points earned to date by points possible to that date. Accumulated points earned will determine final grades. Points earned, not percentages, can be matched to a letter grade using the schedule above.

### *Attendance and Participation*

No late assignments or missing exercises due to late submissions will earn points or be made up.

### *Expectations on assignments, due dates, and exam make-up*

Written quizzes and exams will cover the materials available and in the textbook. There are no make-ups on exams or assignments. In online courses students must check into the course sufficiently often to find announcements and other updates or changes.

### *Course/Classroom Student Conduct*

*Civil discussion:* Open discussion online and in the classroom is encouraged. However, demeaning, abusive, or derogatory language regarding race, gender, age, nationality, and religious or sexual preference is not acceptable. Students may be warned only once and in online courses offensive postings may be removed.

*Honesty:* The following statement is taken from the Student Handbook from Student Affairs. This statement applies to online classes as well as face to face classes:

"Academic dishonesty may be defined as any act of dishonesty in academic work. This includes, but is not limited to, plagiarism, the changing or falsifying of any academic documents or materials, cheating and giving or receiving of unauthorized aid in tests, examinations or other assigned work. Students guilty of academic misconduct, either directly or indirectly through participation or assistance, are immediately responsible to the instructor of the class. Penalties for academic misconduct will vary with the seriousness of the offense and may include, but are not limited to, a grade of "F" on the work in question, a grade of "F" in the course, reprimand, probation, suspension and expulsion. "

[http://www.apsu.edu/student\\_affairs/handbook/08-09%20files/academic.pdf](http://www.apsu.edu/student_affairs/handbook/08-09%20files/academic.pdf)

Submitting homework identical or derived substantially from another's efforts is an act of dishonesty, deception and will be treated accordingly. Using websites to gain background information in the course is acceptable. Using websites established to get specific answers to assignments to copy rather than do your own work is not acceptable. Expect no credit, points or grade if such work or identical work by others is submitted as your own.

*Plagiarism:* The use of another person's ideas and /or writings without proper acknowledgement is not tolerated by HHP or APSU. Penalties for plagiarism range from earning no credit on an assignment to expulsion from the University.

Using work from previous or current students who have submitted work to websites without crediting that work is plagiarism. Whether in the guise of mentoring or tutoring, the submission of this work, even if acknowledged, is not doing your own work and may result in loss of grade and your being reported for dishonesty.

### *Technical Requirements*

Students need to have access to the computer hardware and software necessary to use the university course management system (D2L, Blackboard, e.g.) to access and submit assignments, access course documents like journal articles, PowerPoint, and review grades. Students must also have the computer literacy, equipment, and software to use e-mail, PowerPoint, and Microsoft Word, or other tools used in the course.

### *University Policies*

*COVID-19* Vaccination and boosters are readily available at APSU's Boyd Health Services. Contact them at (931) 221-7107.

*Minors in the classroom* According to APSU policy #3:032, minors, defined as those under the age of 18, are not allowed in classrooms. For additional information on minors on campus, contact the Office of Student Affairs in the Morgan University Center.

*Disability* Any student with a disability that may affect his or her academic performance is encouraged to make an appointment to discuss this matter with the course professor or by contacting the Office of Disability Services @ telephone 931-221-6230, voice 221-6278

### *Chapter Assignments*

PowerPoints may be copied electronically from D2L. Assignments may be completed using the PowerPoints. Assignments may be submitted electronically.

Chapter readings with questions at the end of the chapters, cases, and special assignments are to be completed and submitted electronically as one file into the assignments drop box for a module. All sets of completed questions shall be submitted into the designated drop box as one Microsoft file. Keep a copy of the completed questions from the slides and the text and use these as a study guide for exams. Concise, but comprehensive responses to any assignment must be typed in black or blue, not other color ink, and submitted via D2L.

Assignments are due by times announced or listed in the drop box. No assignment with a drop box will be accepted by hand or email after the date due in the drop box. Only assignments designated for a particular module drop box and in that drop box will be graded. Due dates will be announced in D2L.

### *Critiques*

Each student will do individual critiques requiring in-depth study and research that focuses on an aspect of strategic planning affecting healthcare. Critiques will be completed on three organizations.

## **Special Course Topics and Concepts to Learn**

Strategic Planning

Vision, mission, and values

SWOT Analysis

Identifying Strengths, Weaknesses, Opportunities, Threats

Core Competencies and Competitive Advantage

Related and unrelated diversification

Dimensions of growth and profitability: Stars, cows, dogs, and "?"s (question marks).

Porter's Five Forces of competition

Competitive strategies (Cost, Differentiation, and Focused)

Role of planning and organizational culture

Relationship of the plan and its implementation

## Financial and economic analysis of organizations

### Course Content

*Text Topics and Assignments are from the primary text by Walston*

*Due dates are in D2L Assignments drop box.*

*Chapter questions are those at the end of the Walston text chapter.*

*Cases with page numbers are in the text. Case questions are at the end of each case either in the narrative or numbered. Do all the case questions unless the instructions specify doing only specific questions. Special cases will be in Contents in D2L.*

<u>Module</u>	<u>Description/Assignments</u>
---------------	--------------------------------

Module 1	Strategic Management, Market Structure
----------	----------------------------------------

- Read Chapter 1 Strategic Management, Market Structure
- Do Chapter Questions 3, 4.
- Read case "Repeal of Obamacare" do questions on p. 21.
- 
- Read Chapter 2 on Market Structure.
- Do Chapter Questions 2, 4, 8, 9, 10
- Read chapter 2 case "Herman and Market Structure" and do questions p. 43.
- 
- Write a one page paper summarizing Michael Porter's video "What is Strategy?" and Porter's published paper "What is Strategy?" in *Harvard Business Review* Vol. 74, Issue 6, page 61-79. Locate the publication in D2L Contents, Module 1.
- All work for Module 1 is to be submitted as one file into the Assignments box Module 1.

Module 2	Common Strategies and Growth
----------	------------------------------

- Read Ch. 3 On Common Strategies.
- Do Chapter Questions 3, 8
- Read Ch. 3 case "Integral Healthcare System and Proton Theory" and do case questions p. 74.



- Read Chapter 4 on Growth Strategies
- Do Chapter Questions 10, 11.
- Read Case “Deciding on Where to Focus” and do questions on p.102.

Write a one-page paper summarizing the video of Porter discussing Healthcare’s Dirty Secrets

Submit all work as one file into Assignments Module 2

Take Exam 1 covering chapters 1-4 and material to this point when available

### Module 3 Mission, Vision, and Values, External Environment,

- Read Chapter 6 on Mission, Vision and Values.
- Do Chapter 6 Questions 4, 5, 7.
- Read case “Mission Matters Merger” p 146 and do related case questions beginning on p 147.
- Read Case “Build a New Service Because of a Large Donation?” p. 388 and do questions p. 389.
- Do Chapter Assignment 2 on page 148.
- Read Chapter 7 on External Environment.
- Do Chapter 7 Questions 1, 5.
- Read Chapter 7 case “Decisions under Uncertainty” and do **question 1** only on p.179.
- Write a one page summary of the 13-minute video of Porter interviewed on the Five Forces of Competition
- Submit all work as one file into Assignments by due date.

### Module 4 Internal Environment, and Financial Analysis

- Read Chapter 8 on Internal Environment and Financial Analysis.
- Do Chapter Questions 2, 3, 4, 5, 7.

- Read Ch. 9 on Financial Analysis.
- Do Chapter Questions 2, 3, 4, 8, 9.
- Read Ch. 9 case “Quality Home Health” p. 236-7 and do related case questions on p 236-7.
- Read Case “Moab Regional Hospital” p 237 and do case **question 1 only** on p. 239.
- Write a half page paper reflecting on Porter’s 3-minute video on Value-added in Healthcare
- Submit this work as one file into the Module 4 Assignments box
- Do Case Analysis of M and M Nursing Home. Read the Supplement on SWOT. Using text chapters 7-9 and the Supplement on SWOT as a guide, do the Case Analysis of M and M. Address the questions following the narrative and financial data. Submit completed work by the due date into the special Module 4 M & M Case Analysis Assignments box.
- Take Exam 2 covering Ch. 6-9 and related material

## Module 5 Execution, Organizational Structure

- Read Chapter 10 on Execution.
- Do Chapter Questions 4, 5.
- Read Ch. 10 Case “Honnutti Home Health” and do questions p 269.
- Read Ch. 10 case “Setting Meaningful, Measureable Objectives” p 269 and do questions p. 270. Use the Supplement on Writing Goals to write better goals.
- Read Chapter 12 on Organizational Structure
- Do Chapter Questions 2, 4, 6.
- Read Case “Matrix or Mess” and do questions p. 303

- Submit completed work on Chapters 10 and 12 into M5 assignment box by due date.
- Do a Case Analysis of Advanced Providers (AP). Using text chapters and the Supplements on SWOT and SMART goals in Contents as a guide, open the Case Analysis of Advanced Providers and address the questions following the narrative and financial data. This case may be assigned as a group project. Submit completed work by the due date into the special Module 5 AP Case drop box or another designated box if assigned as a group project.

## Module 6 Change Management, Leadership, Implementation and Evaluation

- Read Ch. 13 on Change Management.
- Do questions 5, 7.
- Do Case “A Shift to a Value-Based Care Organization” and do questions p. 322.
- Read Chapter 14 Leadership
- Do Chapter Questions 6, 8.
- Read Chapter 14 case “Halburt Hospital Need for Change” and do questions p 334.
- Read Chapter 15 Implementation/Evaluation.
- Do Chapter Question 2.
- Submit work on chapters 13-15 as one file into the M6 assignments box by its due date.
- Participate in the discussion boards.
- Take Exam 3 covering Chapters 10, 12-15 and related material.

## Module 7 Critique strategic plans of three organizations

Complete three critiques of strategic plans of three healthcare organizations. One must be a government healthcare organization (.gov). One must be a not for profit organization (.org). One must be a for profit organization (.com). Submit each completed critique into the designated drop box for each type organization by the due date. Follow the instructions in Module 7 Contents.

*This syllabus is subject to change as determined by the professor*

GAM  
3/10/23  
GAM